

THREE-STAR PROGRAM



EXCELLENCE IN COMMUNITY DEVELOPMENT

TENNESSEE'S THREE-STAR PROGRAM

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Matthew Kisber
Commissioner

Phil Bredeesen
Governor

Dear Economic Development Partner:

On behalf of the State of Tennessee, we would like to introduce to you our redeveloped and re-energized Three-Star Program. Contained in the following pages is information describing what the Three-Star Program is and how it is evolving to meet modern economic development challenges.

The Three-Star Program is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities are guided through a comprehensive plan of essential criteria developed by local economic development professionals and a cooperative collaboration of various state agencies. These combined efforts have made the Three-Star Program an important component of our state's economic strategy.

We appreciate your dedication to the growth and success of Tennessee's economy, and we are proud and honored to have your support for this important economic development program.

Warmest regards,

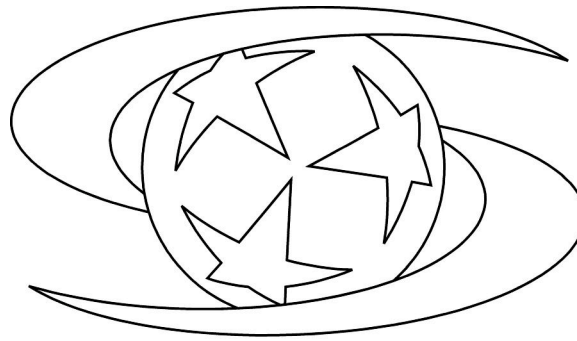
Sincerely,

A handwritten signature in black ink, reading "Phil Bredeesen".

A handwritten signature in black ink, reading "Matthew Kisber".

Phil Bredeesen

Matthew Kisber



TENNESSEE

ECONOMIC & COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT DIVISION

Dear Three-Star Community:

The Community Development Division of the Department of Economic and Community Development is excited to be your partner in the implementation of the new Three-Star Program.

The new program is a result of a series of "Listening" meetings throughout the state where we compiled your suggestions and comments and began to lay the foundation for a comprehensive economic and community development program. We worked with departments of the Governor's Jobs Cabinet to formulate a program with guidelines and incentives for achievement. Our new Three-Star slogan is "Excellence in Community Development," and I know that by working together we can achieve excellence in our communities.

Our entire team, led by Commissioner Kisber, is ready to launch the new Three-Star Program. Our Regional Economic Development Specialists will be making regular visits to your community to assist in any way possible. It's time we moved from being on the "verge" to being on the "edge" of economic development in our communities. We look forward to traveling with you on this exciting journey.

Sincerely,

Joe W. Barker
Assistant Commissioner

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THREE-STAR PROGRAM

INTRODUCTION

The Three-Star Program is designed as a road map to assist local communities in their effort to achieve excellence in community and economic development. Participating communities will be guided through a comprehensive plan of essential criteria developed by local economic development professionals and with the cooperation of various state agencies.

How does a community begin the process? After reviewing the program requirements, the county mayor or city mayor should compose a letter to the commissioner of Economic and Community Development stating the intent of the county or city to participate in the Three-Star Program. Soon after receipt of the letter by ECD, a regional economic development specialist will contact you and the journey will begin.

A community may become a certified Three-Star community by accumulating points for Level I, II or III certification. Each community will complete a "Report Card" throughout the process checking off program elements as they accomplish them. After accumulating sufficient points for certification, the community can then notify the Regional Economic Development Specialist (REDS). The REDS will schedule an audit visit to the community. Some program elements will be audited visually, while others will require documentation. For example, if the required element is the formation of a committee that must meet a minimum number of times annually, the audit will require documentation of minutes of the meeting with date and persons attending. All documentation must be readily available at the audit meeting. The annual certification/recertification will be September 1st through August 31st. There will only be one certification/recertification in each community per program year.

The Community Development Division of the Department of Economic & Community Development looks forward to being a partner in making your community a successful Three-Star Community!



THESE QUALIFICATIONS
ARE THE FOUNDATION
FOR SUCCESS OF THE
THREE STAR PROGRAM

QUALIFICATIONS

Three-Star Program Qualifications

A prerequisite in attaining any level of certification in the Three-Star Program is the attainment of a set of basic criteria that serve as the foundation of the entire program.

1. Joint Economic and Community Development Board as per Public Chapter 1101.
2. Five-Year Asset-Based Strategic Economic Development Plan developed with community input and updated annually. Must include goals, plan to accomplish goals and projected timeline in achieving goals. This strategic economic development plan must address: Existing Industry; Manufacturing Recruitment; Workforce Development; Retail/Service; Tourism; Agriculture; Infrastructure Assessment and Educational Assessment.
3. Resolution by Local Legislative Body adopting Strategic Economic Development Plan.
4. Resolution by Local Legislative Body to participate in the Three-Star Program (designate contact).
5. Resolution by Local Legislative Body confirming compliance with Federal Title VI Regulations.
6. Active Economic Development Organization(s). Must be a local or regional effort with a sustained funding source. If more than one economic development organization serves a community, a work plan clearly identifying areas of responsibility for each organization must be developed and adopted by the respective governing boards of each organization. These include the JECDB, Industrial Development organizations, Tourism Development organizations, etc.

Non-qualification:

Water/Sewer Moratorium

or

Non-compliance of Public Chapter 1101



COMPLETION OF
ALL REQUIRED COMPONENTS
REPRESENTS 250 POINTS TOTAL

REQUIRED COMPONENTS

COMMUNITY DEVELOPMENT

Leadership Program:

A community's development stems from its citizens. They must have knowledge of the history as well as current government and structure of the community and opportunities to practice that knowledge in leadership positions.

1. Adult Leadership Program - Each program must complete a minimum of 40 hours in a local leadership training and completion of one community project. The program must include (but are not limited to) the following topics:
 - a. Local Government
 - b. State Government
 - c. Manufacturing
 - d. Tourism
 - e. Agriculture
 - f. Education

NOTE: For more information about adult leadership organizations, see the Tennessee Association of Community Leadership at www.leadershiptennessee.com.

Health Care:

The health of a community's citizens affects both the local quality of life and the economy. With 15% of the state's adults uninsured and diabetes, heart disease and lung cancer becoming increasingly common causes of death in Tennessee, the need for preventative services, primary care and access to quality care for all people becomes more noticeably important.

1. Public Health Services - The following core health services should be available:
 - a. Immunizations
 - b. Approved water supply system
 - c. Environmental health protection services
 - d. Communicable disease control and prevention
 - e. Women, Infants and Children Nutrition Program (WIC)

There should also be access to:

- a. In-home services
 - b. Alcohol and drug abuse services
2. Health Care Committee - Form a health care committee to monitor the effectiveness and economic status of local health care. The committee should work to ensure the presence of a coordinated effort with the local health care facility(s) and/or agencies in the area that are addressing health care needs and services. Members of the committee should represent:
 - a. Physicians
 - b. Hospital/clinic administrators
 - c. Nurse practitioners
 - d. Emergency medical services
 - e. Public health officials
 - f. Public school officials

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

3. Action Plan - The committee shall evaluate the community's needs and coordinate with the appropriate agencies to address and correct the areas of concern. This plan shall include responsibility assignments and timelines for completion.

Website:

Potential new industries, relocating families and tourists often make their first contact with a community through the internet. A welcoming, professional and informative website serves to make this first impression invaluable to the community.

1. Basic website - Should be updated monthly and include:
 - a. Easily available list of contact information (email, telephone numbers, mailing address, etc.) for local government and any other important contacts including development districts, Joint Economic and Community Development Board, utility companies and basic tourist information.
 - b. Current events posted and updated.
 - c. Capability to provide feedback e-mails to mayor, chamber or the organization coordinating the website.
 - d. Tracking number of visits to the site.
 - e. Link to Tennessee Department of Economic & Community Development website.

NOTE: A basic web shell template is available from the Department of Economic & Community Development.

ECONOMIC DEVELOPMENT

Existing Industry Program

More than 80% of new jobs in Tennessee develop from the expansion of established industries rather than new industry recruitment. Expressing appreciation for these industries and acknowledging their contributions reinforce their commitment to the community.

1. Visitation Program - The local economic development organization should contact each local industry a minimum of twice per year. These contacts should acknowledge the appreciation of the community for the industry and make contact with key management personnel. On site visits are preferred.
2. Recognition Event - An annual industry appreciation event. This is an opportunity to recognize and/or network with local industry leaders.
3. Managers' Organization - An organization of local plant managers or their representatives who meet quarterly to discuss issues and exchange information.
4. Corporate Headquarters Contact Program - A systematic procedure of contacting local industry corporate headquarters (phone, mail, e-mail, etc.).

NOTE: If no local industry exists, the community must complete the first three components of the Retail/Service section under the Optional Components section.

Education:

A first-class education system provides a distinct advantage in attracting new companies and in encouraging current business to grow. Strong primary and secondary education, vocational/ technical schools and higher education institutions play a large role in a community's development, but they must have well-equipped and maintained facilities and innovative programs at every level to meet the challenges of the future.

1. Education Committee - Form an education committee with the most diverse cross-section of the community available to make an assessment of the current local education status and future needs. The following groups should be represented:
 - a. Parents
 - b. Educators: administrators, teachers, counselors at all levels
 - c. Students
 - d. School board members
 - e. Employers, representing all sectors
 - f. Local government

This list is not exhaustive; a community should consider inviting interested parties not included here to participate.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Educational Institution Inventory - Prepare an inventory of current programs including
 - a. A list of education providers, both public and private, K-12 and post-secondary.
 - b. A list of vocational/technical schools and/or higher education institutions. If there are none in the community, determine and list the nearest ones.
 - c. A list of standards and graduation requirements, certificates and degrees offered.
 - d. A list of cooperative training programs available to students.



EACH NUMBERED COMPONENT
REPRESENTS 10 POINTS

TOTAL AVAILABLE POINTS = 870

OPTIONAL COMPONENTS

COMMUNITY DEVELOPMENT

COMMUNITY INVOLVEMENT

Leadership Program:

Developing youth with knowledge of the community and its operations encourages the best and brightest students to remain in the area and continue giving back throughout adulthood. Alumni leadership development also expands participants' involvement to the community.

1. Youth Leadership Program - Each program must complete a minimum of 40 hours in a local leadership training and completion of one community project. The program must include (but are not limited to) the following topics:
 - a. Local Government
 - b. State Government
 - c. Manufacturing
 - d. Tourism
 - e. Agriculture
 - f. Education
2. Alumni Leadership Program - Each participant must complete a minimum of 4 hours of leadership training and attend a bi-annual community assessment meeting (participation in a regional leadership program is acceptable if the participant has completed the local leadership program).
NOTE: Minimum of 10 alumni per class

Community Connections:

Sharing ideas, expertise and experiences with a similar community inspires both communities and encourages progress within the Three-Star program. As an added bonus, by preparing the presentations, conducting the tours, answering questions and justifying programs the visited community learns as much about themselves as the visiting community learns and completes a self assessment of progress.

1. Community Connection - Establish a cooperative, information-sharing relationship with a community (city to city or county to county) in a different grand division of the state (must be at least 90 miles distance between communities). A minimum of a full day's visit by each community to their community connection counterpart by local representatives of economic development, education and government is required. Within 30 days after the visit, a written report will be delivered to the visited community containing an evaluation and personal impressions of the community connection.

NOTE: Each city or county community connection must be a participant in the Three-Star Program and will be determined with the assistance of the Community Development Division of the Department of Economic and Community Development.

Community Volunteerism:

The 15.5 billion volunteer hours completed in 2001 saved the country over \$292 billion dollars. Other than the immense economic benefit, volunteers develop relationships with others and with organizations and establish a pattern of volunteering that typically persists throughout adulthood.

1. Teen Community Volunteerism - 500 Hours - High school students must be involved in a minimum of 500 hours of community service as specified by the local Three-Star Program organization contact and approved by the Tennessee Department of Economic & Community Development.

2. Teen Community Volunteerism - 1000 Hours - High school students must be involved in a minimum of 1,000 hours of community service as specified by the local Three-Star Program organization contact and approved by the Tennessee Department of Economic & Community Development.
3. United Way - Active United Way Campaign or other broad based charitable organization (approved by ECD).

NOTE: Community service must be completed between September 1 and August 31 each year.

COMMUNITY LIVABILITY

Planning:

A comprehensive planning program including growth management strategies and thoughtful planning procedures will allow a city and/or county to prepare for growth in ways that accommodate long-term goals for the area, management of resources and compliance with local, state and national regulations.

City

1. Municipal Planning Commission - A municipal planning commission must be formally organized under the provisions of TCA 13-4-101 with no less than five (5) and no more than ten (10) members. One member must be the mayor or the mayor's designee and one member must be elected from the legislative body of the municipality. The remaining members must be appointed by the mayor and serve at the mayor's pleasure. The planning commission should meet regularly to develop studies and plans for the physical development of the community and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time. The planning commission should insure that meetings are well advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission. The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community. The planning commission should maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.
2. Subdivision Regulations - Subdivision Regulations adopted under the provisions of TCA 13-4-301 through 309, with a current major thoroughfare plan that classifies existing and planned public ways, filed with the county register as required by TCA 13-4-302. Subdivision Regulations should specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.
3. Zoning - Comprehensive municipal zoning adopted under the provisions of TCA 13-7-201 through 211. Zoning regulations should address allowed uses and performance standards for site design.
4. NFIP - Participation in the National Flood Insurance Program.
5. Building Codes - Adopted and enforced Southern Standard or International Building Codes including standards for energy efficiency code, building, electrical and plumbing construction. A certified building official must be on staff.
6. Historic Zoning - Creation and enforcement of Historic Zoning under the provisions of TCA 13-7-401 through 410.

7. Other - Development and adoption on one or more comprehensive planning elements including but not limited to a population and employment study, land use and transportation plan, or community facilities plan and public improvements program.

County (Regional)

1. Planning Commission - A county wide planning commission must be formally organized under the regional planning provisions of TCA 13-4-101 with no less than five (5) and no more than fifteen (15) members. A majority of the members must be citizens that do not serve in a county elected or appointed position. The planning commission should meet regularly to develop studies and plans for the physical development of the county and the services required to provide for a safe, healthy and prosperous environment that can be sustained and improved over time. The planning commission should insure that meetings are well advertised and open to the citizens of the community so that a broad range of interests and opinions are discussed by the planning commission. The planning commission should make recommendations to the legislative body on private development activities and public capital improvements proposed for the community. The planning commission should maintain a public record of its activities and meetings and should provide an annual assessment of the planning program to the legislative body that is available to the public.
2. Subdivision Regulations - Subdivision Regulations adopted under the provisions of TCA 13-3-301 through 309, with a current major thoroughfare plan that classifies exiting and planned public ways, filed with the county register as required by TCA 13-4-302. Subdivision Regulations should specify platting procedures and standards for the creation of new parcels within the planning jurisdiction, street right-of-way and construction standards, utility extension and construction standards and other features that are intended for public use.
3. NFIP - Participation in the National Flood Insurance Program.
4. Building Codes - Adopted and enforced Southern Standard or International Building Codes including standards for energy efficiency code, building, electrical and plumbing construction. A certified building official must be on staff.
5. Historic Zoning - Creation and enforcement of Historic Zoning under the provisions of TCA 13-7-401 through 410.
6. Other - Development and adoption of one or more comprehensive planning elements including but not limited to a population and employment study, land use and transportation plan, or community facilities plan and public improvements program.

Housing:

Long-time inhabitants, as well as potential new residents, desire a varied selection of durable, attractive homes. The availability of decent, safe, and affordable housing factors into companies successfully attracting new workers, expanding and prospering. Communities must identify and eliminate current housing problems and project future needs while considering how housing development will impact the environment and community infrastructure.

1. Housing Committee - Develop a Housing Committee to promote a comprehensive, coordinated approach to address housing issues. This approach will promote thoughtful community and economic development while enhancing the communities quality of life. The following groups should be represented on the committee:
 - a. Construction
 - b. Real estate
 - c. Mortgage lending
 - d. Housing authority or equivalent non-profit group
 - e. Residents
 - f. Faith-based organizations

- g. Senior citizen organizations
- h. Chamber of Commerce
- i. Industrial Development Corporation
- j. City/county government, including the local code official/planner

This list is not exhaustive. A community should consider inviting interested parties not included here to participate.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Policies, Procedures and Action Programs
 - a. Assessing current building, energy, plumbing and electrical codes; adopting the most recent national and/or state codes to ensure safety, structural soundness, proper sanitation and affordability through lower utility expenditures
 - b. Adopting a code-enforcement program for new and existing housing (city/county or both)
 - c. Implementing planning tools, such as zoning and subdivision regulations (city, county or both)
 - d. Adopting a revitalization program to remove or rehabilitate substandard housing
 - e. Providing for assisted housing through either a Housing Authority or another method
 - f. Developing a community policy regarding publicly subsidized housing

Energy:

Rising energy costs can reduce funding that schools and local governments have available for essential services. Business owners, school administrators and local government officials must have access to the information and financing they need to improve energy efficiency and manage costs.

1. TEEN Energy Education Program - The Energy Division will make available to all Three-Star Program Communities a \$500 grant to conduct several energy education activities in community schools. An energy education activities list will be made available to the communities. Points will be awarded for each activity/project undertaken and completed. A maximum of 10 points are required to be eligible to participate in the Change Your Light Program for Schools.
2. Change Your Light - The Three-Star Program Communities will be given an opportunity to apply for a \$1,500 grant after successfully completing the TEEN Energy Education activities and accumulating 10 points. The Change Your Light Program involves the use of grant funds to purchase and install national brand Energy Star light bulb/fixtures or energy efficient T8 fluorescent bulbs/fixtures for their city or county owned schools. (Grants will be reimbursements only and request for payments must include all invoices for the items purchased for either program.)
3. Local Government Energy Loan Program - The Local Government Energy Loan Program will be offered to eligible local government facilities under the Three-Star Program. All eligible local government buildings that are located in designated Three-Star Program communities will be offered the following incentives:
 - a. A reduced interest rate of 2% will be offered to Three-Star Program community local governments for loans under this program as opposed to the normal 3% interest charged for local government loans.
 - b. An energy audit for a local government building will be made available for applicants. The fee for the energy audit (\$1,000) will be collected at the time the energy audit is ordered. This fee will be refunded to all local governments that qualify and apply for a loan to implement the energy efficiency measures identified in the audit. If the local government building audited does not qualify for any eligible energy measures, the energy audit fee will be refunded to that local government.

4. Small Business Energy Loan Program - The Small Business Energy Loan program will be offered to eligible small businesses in Three-Star Program Communities. To eligible small business applicants located in designated communities the following incentives will be made available:
 - a. A reduced interest rate of 2% will be offered on loans to qualified small businesses in Three-Star Program community as opposed to the normal 3% interest charged for loans in other areas.
 - b. An energy audit will be made available to an applicant. The fee for the energy audit (\$1,000) will be collected at the time the energy audit is ordered. This fee will be refunded to small businesses that apply and are approved for a loan to implement the energy efficiency measures identified in the audit. If the small business building audited does not qualify for any eligible energy measures, the energy audit fee will be refunded to that business.

COMMUNITY PRIDE

Website:

After the development of a creative website, a system to maintain the site and make continuous improvements and updates becomes necessary for continued internet traffic.

1. Marketing/Development
 - a. Available development sites regularly updated with pictures and detailed information about site.
 - b. Active marketing component, testimonials, case studies on why someone should locate in your community, etc.
 - c. Comprehensive listing of utilities available and utility rates.
2. Advanced Website Technology
 - a. Creating organized library of data of community that can be downloaded (i.e., maps, census, etc.)
 - b. Use of innovative and creative website technology (i.e., audio, video, virtual tour, etc.)

Beautification:

The visual environment and physical appearance of a community are significant indications of its overall health and stability. Community beautification activities, including proper waste management, promote quality of life while protecting the area's environmental assets.

1. Beautification Committee - Form a Beautification Committee to promote a comprehensive, coordinated approach to improving the community's appearance. The committee will need to address volunteer recruitment, project selection, community group coordination, coordination with city, county or other public resources dedicated to beautification, with representation from each of the following areas:
 - a. City and county government
 - b. Existing beautification organizations
 - c. Local sanitation code/ordinance enforcement
 - d. Community organizations
 - e. Gardening clubs
 - f. Department of Public Works
 - g. Business and Industry
 - h. Tennessee Department of Environment & Conservation
 - i. Keep Tennessee Beautiful
 - j. Tennessee Department of Transportation

This list is not exhaustive. Depending on the resources available in the community, many other organizations and individuals can be asked to participate.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

If your community chooses to join Keep Tennessee Beautiful, additional resources from the Keep Tennessee Beautiful and Keep America Beautiful programs can be made available to assist your community beautification program. Keep Tennessee Beautiful is a statewide education and networking program dedicated to empowering local people to take responsibility for enhancing the community environment. In working on a beautification and litter program, communities can cultivate means to enhance and increase the beauty and quality of life in our state. For more information on the Keep Tennessee Beautiful program log onto www.KTnB.org.

2. Five Year Plan - Develop a five-year plan for the beautification of the community, including entrances to the community, downtown, residential neighborhoods and commercial and industrial areas. Solid waste management practices including plans for resource recovery and recycling should be created and/or reviewed. To the extent practicable, organic waste material should be recycled into compost or mulch and used in beautification projects such as shrub or flower plantings.
 3. Beautification Projects - Two beautification projects must be completed each year. These two projects must be community wide projects that will contribute to the enhancement of visual and scenic values.
 4. Litter/Recycling - Programs must be in place regarding
 - a. Roadside Litter Pickup
 - b. Recycling Plan (must include program area)
 - c. Litter Education Targets:
 - Students
 - Public
 - Media
 - Government
 - Businesses
- NOTE: All counties have to do at least 3 of the 5 targets under litter education.
5. Tennessee Adopt-A-Highway Program - This program promotes civic, service and business organizations to adopt a two-mile section of roadway where the group collects litter four (4) times a year. A special sign posted along that stretch of road bears the name of the organization. TDOT District offices provide safety vests, warning signs, litterbags and bag disposal. For application information call Adopt-a-Highway (615) 532-3488, or fax information to (615) 532-5995.

Downtown Development/TN Main Street:

With the development of suburbs and shopping malls after World War II, downtown business districts faltered. However, with a comprehensive plan, a commitment to development and interested citizens, downtown districts can regain their prominence in the life and personality of the community. By completing these five options, a community will be on their way to becoming a certified Main Street Program. However, communities may also choose only those components that will benefit them the most and establish a downtown development organization.

1. Downtown Public/Private Partnership - This partnership must have broad-based community support for the commercial district revitalization process with strong support from both public and private sectors.

At its best, a local Main Street program represents and involves a coalition of organizations, agencies, businesses and individuals from throughout the community – NOT just those that own property or businesses in the district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall economic health. Involvement by both the public and private sectors is critical as well; neither sector can revitalize the commercial district without the skills and vantage points of the other.

Documentation of the program should include:

- a. List of current board/committee members including name, phone numbers, business, title or affiliation.
 - b. List of existing partnerships that benefit the downtown district and what those benefits are.
 - c. Any documents which demonstrate broad-based support from the community (news articles, events, etc.).
 - d. Any documents which demonstrate support from the municipal government.
2. Vision and Mission Statement/Work Plan - Develop vision and mission statements relevant to community conditions and/or include downtown development as part of the community economic development strategic plan.

A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad hopes and intentions for the commercial district. The board, program volunteers and community input, should develop both. Attach a copy of mission statement, when it was last reviewed (if applicable) and a copy of the vision statement.

3. Active Board of Directors - Main Street revitalization is an ongoing process of changing a community's attitude about its traditional commercial district(s). The direct involvement of an active board of directors and committees is key to this process. The board of directors must be in the process of establishing by-laws, incorporation papers and preparing to file for 501(c)3 tax-exempt status.

NOTE: Attach description of board member's roles and responsibilities; attach minutes from regularly scheduled meetings; attach agendas from board meetings.

4. Key Statistical Data - Report key statistics to TN Main Street program

Tracking statistics – reinvestment, job and business creation and so on-provides a tangible measurement of the local Main Street programs progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics should be collected on a regular and ongoing basis.

NOTE: The TN Main Street Reinvestment report form is available from your REDS.

5. National Trust's National Main Street Center Network Membership - Establish a current membership in the National Trust's National Main Street Center Network membership program.

Participation in the National Trust's National Main Street Network connects local programs to their counterparts throughout the nation, providing them with valuable information resources. NOTE: Provide your organization's membership number and expiration date.

For more information go to www.mainst.org and/or www.nthp.org.

Community Celebration:

Community celebrations bring people from all over the community together for an event focusing on the unique aspects and the quality of life in the area. Well-planned quality events will bring in more tourists and visitors providing revenue to the community.

1. Community Festival - Establish a community event that celebrates the cultural, natural or historical resources of the community or region. This event must represent a broad base of community support-involving civic, educational and other volunteer based organizations. One event per Three-Star program per year.
2. County Agricultural Fair - Establish or maintain a countywide fair that features community pride/involvement and the agriculture of the area. One fair per Three-Star program per year.

ECONOMIC DEVELOPMENT

BUSINESS DEVELOPMENT

Existing Industry Program

Existing industry that currently supports the community deserves special attention provided by community leaders who are aware of the industry's products, current workforce and leadership. This also allows the city's leadership to anticipate and meet the needs of its industries.

1. Local Industry Directory - A published directory of local industry to include the following:
 - a. Name of industry
 - b. Years in community
 - c. Key contact
 - d. Number of employees
 - e. Product manufactured
 - f. Address
 - g. Phone number
 - h. Fax number
2. Local Industry Showcase
 - a. Career Day - A day for local industry to set up displays and talk with high school and/or local higher education institution students and other potential employees about career opportunities with their industry.
 - b. Industry Appreciation Week - An opportunity for local industry to display their product line at financial institutions, public buildings (city hall, courthouse, library, etc.) and other appropriate sites.
3. Industry Survey - An annual survey of local industry (format provided by ECD)
4. Corporate Headquarters On-site Visit - Annually select a local industry with corporate headquarters not located in your community. Schedule a visit to the corporate headquarters to show appreciation for their plant being located in your community.

Business Development-Marketing

With a central U.S. location, excellent transportation structures, a high quality of life, progressive workers compensation legislation and many other amenities, there are many reasons for companies to locate in Tennessee. However, individual communities must do their part to recruit industry including being prepared for opportunities and marketing individual strengths.

1. Prospect Team - To insure a broad-based and educated team to meet with potential prospects, a Prospect Team shall be formed with team members representing the following professions:
 - a. Financial Institutions
 - b. Utilities/Engineering
 - c. Education (secondary/post-secondary)
 - d. Local government
 - e. Local industry representative
 - f. Local economic development organization(s)

NOTE: This team must attend an orientation conducted by ECD Business Development Division. This orientation will be conducted in the local community.

2. Potential Site Database - A well-prepared community must have a readily available list of potential industrial sites with the following information on each site:

- a. Maps
 - b. Utilities Availability
 - c. Acreage
 - d. Zoning (if applicable)
 - e. Timetable for acquisition and funding source
3. Community Characteristics Database - It is absolutely essential that the community catalog reliable and updated information relevant to the industrial development process. This information, which will be needed to respond to prospect inquiries in an accurate and timely manner, includes the following:
 - a. Municipal services
 - b. Educational Resources
 - c. Workforce Availability
 - d. Housing
 - e. Recreation
 - f. Established Business and Industry (description of each)
 - g. Utilities (cost and availability)
 - h. Transportation (highway, rail, air, water)
 - i. Local Tax Structure
 - j. Financing Availability
 - k. Local incentives (clearly defined)
4. Established Site Database - If possible, established industrial sites are critical in attracting new industry. The following information must be available for each established site:
 - a. Proof of ownership/option by local economic development organization or local government
 - b. Maps
 - c. Utility Availability/Capacities
 - d. Acreage
 - e. Zoning (if applicable)
 - f. Highway Access
 - g. Services: Fire/Police Protection/Solid Waste
 - h. Professional Environmental Assessment
 - i. Information on file with Tennessee Department of Economic and Community Development
5. Recruitment Outreach Strategy - Recruitment Outreach is very important in reaching potential prospects. The following sources should be a part of a comprehensive marketing effort:
 - a. Participation with RIDA (Regional Industrial Development Association), ECD, etc., in recruitment activities
 - b. Advertisement in key business publication(s) (publication must be pre-approved by ECD)
 - c. Participation in ECD Governor's Conference (booth, attend workshops, etc.)
 - d. Attend regional ECD workshops.

Retail/Service

Improving retail and commercial services leads to money remaining in the community that circulates back through the economy and into the schools and other services. However, these improvements require a knowledge of what the city or cities currently offer, what the current businesses can provide and what the consumers desire from the retail sector.

1. Commercial/Retail Development Committee – Establish a commercial development committee to promote the development of retail trade and commercial interests in the community. The following groups should be represented on the commercial development committee:
 - a. Merchants
 - b. Chambers of commerce
 - c. Financial institutions
 - d. Local government

- e. Local planning commissions
- f. Schools
- g. Realtors
- h. Civic clubs

A community that is participating in the Tennessee Main Street Program may have a committee in place and working on these issues. In that case, documentation of that committee's work can be submitted to the REDS for review and may count toward certification in this section.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Business Inventory - It is important for the community to determine both the quantity and quality of commercial services that already exist. To do this, an inventory of all commercial business should be conducted. Information should be gathered on such things as owner, address, merchandise and range of goods. This inventory will help the community determine the relative strengths and weaknesses of its commercial mix and formulate ideas on how to address weak service areas.
3. Community Information - When gaps in the commercial mix are identified that cannot be met by existing businesses, the commercial development committee may want to recruit new business to the community. To respond to prospect inquiries and recruit proactively, it would be helpful to assemble a community information package.
Good information to include is the following:
 - a. Profiles of available buildings and sites (property development class recommended)
 - b. A list of other businesses
 - c. A community map
 - d. Descriptions of financial and technical assistance available
 - e. Information on property valuation
 - f. Retail sales data
 - g. A comprehensive community profile
4. Customer Surveys - Another way to get valuable information is by surveying local customers. These surveys can be done in person, over the phone, or through the newspaper. By conducting this type of survey, a community should gain insight into shopper attitudes and expectations, shopping patterns and income information. A community should seek a valid response rate to ensure the validity of the data. By undertaking this type of survey, the committee will be able to build consensus in the community for the commercial development effort and have information readily available for commercial developers who are interested in possibly investing in the community.
5. Promotion of Retail Businesses - It is very important that existing businesses be promoted and local customers be encouraged to shop locally for goods and services. The committee should work with the local merchants' associations and chamber of commerce to plan and organize promotional events, such as sales events and business expos. The goal of these events is for businesses to gain increased exposure locally and to promote their positive attributes to the local customer.
6. Recruiting Plan - If the business inventory and customer survey identify gaps in the commercial mix, the community may decide to target new business for recruitment. Any recruiting plan should do the following:
 - a. Determine the types of business that are needed to strengthen the communities commercial sector.
 - b. List potential businesses to target: using the inventory, survey and market research, the committee can list the types of business that could be successfully recruited.
 - c. Collect information on potential businesses.
 - d. Assemble and update community information.
 - e. Form a recruitment team consisting of retailers who have been successful in the community along with people, such bankers, realtors and developers, who can provide information of interest to the prospect.

- f. Maintain contact with prospective businesses.
7. Merchants Association - An organized local merchants association that should, at a minimum, meet quarterly to develop plans and strategies to promote their businesses and attract customers.
8. Customer Service Training - An annual customer service training program to assist employees in improving customer relations. (ECD will be able to assist in customer service training.)

Agriculture

Although farming employs only about 2% of the population of Tennessee, it occupies about 50% of Tennessee's land and employs about 15% of the population in related work. The impact of this industry reaches all citizens and local governments must spend time informing people of the economic impact of agriculture, encouraging the purchase of local products and showing appreciation for local agriculture workers.

1. Agriculture Recognition Day - Each county/city should have an Agricultural Recognition Day. Invitations should be sent to local farmers and agricultural businesses. Declare a "Visit a Farm Day", with publicity and/or possible sponsorship from agricultural supply stores and local Farm Bureau. This will help to recognize the economic impact of agriculture to a community.
2. Student Organization - Senior 4-H club or local Future Farmers of America (FFA) chapter.
3. Century Farm Recognition - Identify and recognize all Century farms (family farmers who have kept continuously-owned family land in agricultural production for at least the last 100 years) within their community (Department of Agriculture will verify farms). Groups will also be responsible for signage and publicity of this momentous distinction. For additional information on the Century Farm Program, contact the Center for Historic Preservation at Middle Tennessee State University at (615) 898-2947 or visit the CHP web site at www.mtsu.edu/~histpres and select "Tennessee Century Farms Program."
4. Farmers Market - A visible location for local farmers to sell produce. Advertisement in local media to ensure the public is aware of the Farmers Market.

Technology Development

New business and manufacturing, schools, and other institutions need a reliable and capable telecommunications network to properly compete in today's changing world. Many rural communities in Tennessee have access to these services without knowing it or without knowing what to do with them. An assessment of availability, a realistic look at needs and desires, and an action plan are necessary for all communities.

1. Technology Committee - the following groups should be represented on the technology committee:
 - a. Local Utility
 - b. Local Telephone
 - c. Local Cable/Television
 - d. Local Internet Providers
 - e. Computer/network business
 - f. IT Specialist
 - g. Any end-users from enhanced telecommunication ability such as industry, banks, schools
2. Community Assessment - Comprehensive inventory of availability of services and needs of the community and its businesses and schools.
3. Action Plan - Develop a strategic plan that puts results from assessment into action. This should be updated annually and contain a timeline as well as funding sources for projects.

4. Education - Community leaders should attend a telecommunications education session.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

Membership and Participation in Economic Development Associations

Development associations allow communities to come together to pool resources, skills, ideas and services that improve the quality of events and services. The networking opportunities available benefit small communities in particular who have limited resources to invest in economic development.

1. Economic Development Associations - Maintain an active financial membership and participate in a minimum of three (3) economic development associations or groups. These memberships are to include, but are not limited to the following local, state or national membership associations:
 - a. Tourism Associations
 - b. Trail/Natural Resources Associations
 - c. Heritage Associations
 - d. Industrial Development Associations
 - e. Festival and Fair Associations

JOB SKILLS DEVELOPMENT

Education

High-quality education is one of the most important quality-of-life indicators for a community to address, not only for the general well-being of the citizens, but for economic development as well. Making sure students and teachers have the appropriate support will help to ensure the quality of our educational institutions and the educational service they provide.

1. Accreditation
 - a. Approved Tennessee School Improvement Plan (TSIP)/Southern Association of Colleges and Schools Accreditation (SACS)
 - b. A high quality teacher workforce that meets state licensure requirements and demonstrates highly qualified staff.
2. Graduation Rate - meet or exceed the average graduation rate established by the State Board of Education (SBE).
3. Other Objectives
 - a. Schools meet or exceed attendance rates established by the SBE.
 - b. Education Committee to develop an action plan to help overcome any deficiencies. The plan should include the broad based community participation of everyone, including school board members, students, faculty and administration, parents and other community residents. It should recognize the need for comprehensive education programs that prepare students to make a living and encourage the development of work experience programs.
 - c. No schools on the Tennessee State Board of Education's High Priority List or have made average yearly progress (AYP) for the previous year.
 - d. Schools provide opportunities for all students to experience state of the art technology and support.
 - e. Career Education Program - The local schools should offer a career day or job shadowing program. If the school is not large enough to offer such programs, several systems can cooperatively establish and support such programs.
 - f. Public/Private Partnerships - Through partnerships such as Adopt-a-School and Partners-in-Education, the community can furnish the schools a pool of volunteers to help with special projects and serve as guest speakers.

Adult Literacy Program

Approximately half of the population of Tennessee reads at a fifth grade level or below according to a report from the Department of the Treasury. With this grim statistic, counties can begin to realize the importance of adult literacy programs that offer comprehensive services to a wide variety of the population.

1. Appropriate Location - The community must have a site conducive to the education and training of adults.
2. Outreach Program - A system must be in place to reach adults who need the assistance.

School to Work

According to recent surveys, one of the greatest concerns of employers is the lack of a capable workforce. Additionally, due to the rapidly changing workplace, a community must provide a vigorous, responsive training system to support the high skill/high wage jobs that contribute to a healthy economy.

1. Workforce Development Committee - Form a broad-based workforce development committee to address the needs of employers from all sectors. A consortium of companies may unite to address their particular training needs. It is important that this committee coordinate its work with the education committee so interrelationships between the two can be considered and addressed. Like the education committee, the workforce development committee should include a diverse cross-section of the community as possible. The following groups should be represented:
 - a. Employers, representing all sectors
 - b. Educators – administrators, teachers, counselors
 - c. Employment Security office staff
 - d. Students/employees
 - e. City/County government

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Needs Analysis - Ascertain the current and future requirements of employers from all sectors. Use Work Keys or other instruments to conduct worker assessments and job profiles. Determine priorities and commonalties that may be addressed on a larger scale.
3. Current Providers - Compile a list of the training providers, both public and private, at the local, regional and state levels. In addition to worker retaining programs, include adult literacy, GED and apprenticeship programs.
4. Action Plan - Open and maintain a dialogue with training providers, both locally and throughout the state, in order that the current and future needs of the community are clear.

VISITOR DEVELOPMENT

Tourism:

Attracting tourists to a community and the surrounding region can contribute substantial amounts of capital into area businesses. To capitalize on this economic sector, the community must have an effective program of tourism development that promotes local attractions and identifies opportunities for development. For more information on tourist development, please contact the Regional Marketing and Public Relations Manager, at (615) 741- 9049.

1. Tourism Committee - Establish a Destination Marketing Organization that will seek out and foster partnerships with all interested organizations, businesses and individuals to promote and expand the economic impact of tourism in your area. The Destination Marketing Organization must meet at least quarterly and provide minutes for each meeting. The governing body should consist of:
 - a. One member of the County Commission appointed by the County Mayor and/or One Member of the City Council appointed by the City Mayor
 - b. Chamber of commerce/economic development organization
 - c. Restaurants
 - d. Retail
 - e. Local government
 - f. Local Main Street coordinator
 - g. Lodging Industry
 - h. State Park Representative (if there is one in the county)
 - i. Local Parks and Recreation Department
 - j. Local Attraction

Ex-officio positions:

- a. Arts Council
- b. Local Heritage Tourism attractions (museums, etc.)
- c. Beautification Board
- d. Planning Agency

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Inventory - Create an inventory of tourism assets to include but not limited to:
 - a. Venue
 - b. Attraction
 - c. Festival
 - d. Fair
 - e. Events
 - f. Hotel
 - g. Natural Resource
3. Marketing Plan - Destination Marketing Organization must develop a marketing plan within two years of initiation of the program and begin implementation of marketing activities during the third year of the program. The plan must include a mechanism to track the effectiveness of each marketing activity. To track trends and for research purposes, DMO must keep records of the quantities of local tourism publications that are mailed in response to inquiries and distributed at bulk locations such as Welcome Centers.

The DMO must establish a system for handling inquiries that gathers information about the inquirers, including names, addresses, telephone numbers, e-mail address and how they found out about the community.

4. Materials - Produce and distribute promotional materials through a network of strategic partners designed to attract targeted markets (leisure travelers, corporate travelers, motor coach travelers, sport teams).
5. Tourism News Bureau – The Tourism News Bureau helps communities publicize events and attractions in newspapers, magazines, on television, etc. with no charge to the community. Minimum of five (5) submittals per year. Website: <http://www.tenntravelnews.com/>

6. Other Objectives - Create a “Think outside the Box Task Force” that is charged with thinking of ways to support tourism as a part of local economic development planning and to encourage the creation of tourism businesses. The Task Force could consider:
 - a. Including the use of public resources such as infrastructure grants for land development in potentially high tourism traffic areas.
 - b. Supporting the creation of adequate internet access for tourism businesses and attractions.
 - c. Training for tourism employees.
 - d. Commitment of industrial bonding authority powers for tourism businesses and attractions.
 - e. Recruitment of tourism entrepreneurs and businesses.
 - f. Encouraging community support for existing tourism businesses.
 - g. Thinking of ways to expand and augment existing tourism businesses and attractions.
 - h. Creation of a destination attraction.

Agritourism

Agritourism is defined as “an activity, enterprise or business which combines primary elements and characteristics of Tennessee agriculture and tourism and provides an experience for visitors which stimulates economic activity and impacts both farm and community income.”

Agritourism operations impact the local economy of entire rural communities. Attractions that may meet this definition include agriculture-related museums; agriculture-related festivals and fairs; corn maze enterprises; farmers markets; on-farm tours; on-farm retail markets; on-farm vacations; on-farm festivals and fairs; on-farm petting zoos; on-farm fee-fishing; on-farm horseback riding; on-farm bed and breakfasts; pick-your-own farms; and wineries. The Department of Agriculture may also deem other operations appropriate.

1. Inventory - Compile a comprehensive list of Agritourism venues and forward information to Tennessee Department of Agriculture.
2. Marketing Plan - Develop a marketing plan to promote and develop Agritourism in your community.
3. Signage - Initiate a plan to erect signage to capture the attention of visitors to your community.

Retiree Recruitment

With 14% of Tennessee’s population 65 years or older and with that percentage expected to rise drastically in the coming years, attracting and relocating retirees provides an opportunity for a community to both strengthen and diversify its economy while at the same time becoming enriched with skills and experience. To successfully attract and relocate this sector, communities must be aware of retiree interests and concerns and develop and implement strategies accordingly.

1. Retiree Relocation Committee - Establish a retirement relocation committee that has representation from the following segments of the community:
 - a. Local government
 - b. Chamber of commerce/economic development organization
 - c. Tourism/visitors bureau
 - d. Bankers/financial advisors
 - e. Health care officials
 - f. Realtors
 - g. Educators
 - h. Elected officials
 - i. Restaurants
 - j. Retail
 - k. Retirees

This list is not exhaustive. A community should consider inviting interested parties not included here to participate. This committee should be formally part of the local chamber of commerce, economic development authority, local governing body or similar organization.

NOTE: A progress report of the committee shall be presented to the local legislative body a minimum of two (2) times per year to be included in the minutes of the local legislative body.

2. Community Assessment - Retirees who are considering relocating have certain expectations in mind and are very interested in a number of issues that affect the quality of life in any community. Factors that retirees consider important:
 - a. Health care
 - b. Educational opportunities
 - c. Public safety
 - d. Shopping/restaurants
 - e. Recreation
 - f. Cultural attractions
 - g. Volunteer opportunities
 - h. Transportation
 - i. Housing

These are some of the things that a retiree prospect will consider when weighing relocation options. It will be important for the committee to honestly evaluate the community to identify not only attractive features that can be successfully marketed, but also areas of concern that will require improvement. Upon completion of the assessment, the committee will need to write a comprehensive report detailing each issue assessed and specific plans for improvement. Every year the assessment will need to be reviewed and updated.

3. Marketing - The retiree market is large and will grow tremendously in the years to come. Because the market is quite diverse, the community must consider the type of retirees it hopes to attract and develop a plan to market to this audience.
To answer these questions, the retiree attraction committee will be required to develop a written marketing plan that includes:
 - a. Mission statement
 - b. Goals and the strategies the committee will employ to attain goals.
 - c. The target market
 - d. Brochures with response pieces
 - e. A community information package tailored to retiree interests
 - f. A toll-free number for prospect inquiries
 - g. A funding plan
 - h. Retiree Prospect package
4. Ambassadors - To be successful, a community must have a dedicated group of volunteers who are excited about selling the town to people interested in moving there. A community must recruit such a group that will be designated as local ambassadors; ideally they would be dedicated retirees who have relocated to the community. These people should be properly trained to answer prospects' questions effectively and to ease any reservations that prospects might have.

Duties of ambassadors will include:

- a. Responding to inquiries by letter and/or phone
- b. Hosting visiting prospects and providing community tours
- c. Maintaining contact with an assigned prospect until a decision is made.



EACH COMPONENT
REPRESENTS 100 POINTS

VISIONARY COMPONENTS

VISIONARY DEVELOPMENT

Business Incubator Program

A business incubator exists to develop entrepreneurship through offering low cost business space, sharing services or equipment, providing legal aid, or any number of other services needed to get new businesses off the ground. Business incubator programs can exist under programs such as TVA, as a network of organizations, or as a small freestanding program within a community. The vast array of approaches for developing a business incubator should be catered to the community and the kinds of businesses they want to attract, but the opportunities for growth for the community are endless.

The requirements for a business incubator program approved by the Three-Star program include:

1. Site - A site conducive to the growth and expansion of new business.
2. Administrative Service - Full-time staff member responsible for administrative duties.
3. Business Development/Assistance -
 - a. Consulting
 - b. Cash flow analysis
 - c. Marketing Plans
 - d. Other support services as required
4. Financial Support -
 - a. Local bank participation
 - b. Small Business Administration
 - c. Rural development lending programs

Tourism - Dedicated Funding Source

With the natural landscape of Tennessee, the pleasing climate, the diversity of activities available and the unique cultural and historical attractions, tourism can flourish in the state. However, “it takes money to make money” as the saying goes and the development of tourism requires continued investment.

A dedicated funding source such as a lodging tax will improve the tourist industry in a community by continuously setting aside funds for new ventures, improvements to historical structures, staffing and advertising among other services.

County Zoning

Countywide zoning ensures that all cities or areas in a county work together to plan for future growth. Land use issues and design standards as well as management of resources can be properly discussed, and the county can make decisions on these important issues as a group under the provisions of TCA 13-7-201 through 211.

Metro Government

Tennessee Codes Annotated (T.C.A.) defines a metropolitan government as “the political entity created by consolidation of all, or substantially all, of the political and corporate functions of a county and a city or cities.” Any county in Tennessee may merge with its largest municipality (T.C.A. Section 7-20-101). Tennessee Public Chapter 1101 of 1998 did much more than make consolidation more attainable. This groundbreaking legislation requires unprecedented local government teamwork. The law outlines a

strategy for cities and counties to cooperatively plan for their futures that can lead to a successful Metro Government.

The Tennessee Advisory Commission on Intergovernmental Relations (TACIR) published a report entitled “Forming a Metropolitan Government: The Hows and Whys of Local Government Consolidation” that educates citizens and local government officials on the benefits of consolidation and explains the state’s laws surrounding consolidation. This publication can be accessed at http://www.state.tn.us/tacir/PDF_FILES/Growth_Policy/metrogovt.pdf.

Certified Tennessee Main Street Program

The National Main Street Program evaluates commercial district revitalization programs on the basis of ten basic performance standards and provides national certification/recognition to those that meet these standards. The ten performance standards provide benchmarks and guidelines on how the organization should be functioning and an incentive to organizations to perform better and be more effective. Log on to www.mainstreet.org for more information or contact the Community Development Division of the Tennessee Department of Economic and Community Development. Certification will be conducted by the State Coordinator.

Recreational Assessment Program

With the guidelines of the National Recreation and Parks Department, Tennessee developed the Parks and Recreation Benchmarking Criteria for the state. This criteria lays out a comprehensive challenge for park systems to develop their systems and excel in their services. By meeting each new tier, new incentives are available to the community, but more importantly, the parks and recreation activities will better serve the people, bring in more revenue, increase tourism activities and run more efficiently. For more information, contact the Department of Environment and Conservation at 888-891-8332.

Keep America Beautiful Affiliation

Keep America Beautiful, Inc. is a non-profit organization whose network of local, statewide and international affiliate programs educate individuals about litter prevention and ways to reduce, reuse, recycle and properly manage waste materials. Through partnerships and strategic alliances with citizens, businesses and government, Keep America Beautiful’s programs motivate millions of volunteers annually to clean up, beautify and improve their neighborhoods, thereby creating healthier, safer and more livable community environments. See www.kab.org.

For a community to participate in KAB, they must go through these steps:

1. Complete an application for certification – The sponsoring organization or local government submits an application to Keep America Beautiful, Inc. on behalf of the community. Included with the application is a letter from the highest ranking public official(s) endorsing the formation of a local KAB affiliate.
2. Payment of a one-time certification fee – A certification fee accompanies the application and is paid to Keep America Beautiful, Inc. based on the community’s population. This one-time fee supports the development of the KAB affiliate, including the training of community representatives at a one-day pre-certification workshop and a field visit by a KAB National Trainer to assist local leaders and officially certify the program.
3. Community-wide Support – A team leader, the primary contact during the establishment of the KAB affiliate, is identified and representatives from government, businesses and community are invited to form the pre-certification team.

Education Foundation

The purpose of an Education Foundation is to promote academic projects, which advance the quality of education for the students of local schools by:

1. Creating an endowment to which private citizens and businesses may make monetary or in-kind contributions

2. Establishing an organization, which manages funds, accepts applications and dispenses grants to fund high quality educational projects that are not already provided for in the established school curricula and budget.

This broad-based, non-profit organization stimulates curriculum expansion beyond regular academic funding. An education foundation reflects a community's commitment to education and its realization that an endowment fund can be used to promote excellence in education. Tax-deductible contributions, both monetary and in-kind, from individuals or businesses stay in your community for the direct benefit of local students. The Foundation has its own Board of Trustees and is a separate entity from the Board of Education. Foundation money is used exclusively for additional instructional projects and in no way supplants state or local funds for school operating expenses or teachers' salaries.

Foundation Guidelines:

1. Board of Trustees for foundation should include a capable, hard-working group of volunteers that include individuals or representatives of businesses that are potential large donors. A local CPA should also be on the Board of Trustees.
2. Should have employer identification (EIN) from IRS.
3. By-laws should conform to IRS regulations.
4. Should have well-articulated goals and an action plan for their implementation.
5. Should have publicity that informs contributors and community of needs and successes and also recognition of grant recipients and contributors.
6. The Foundation should distribute grants twice a year.
7. Although there is no minimum or maximum of funds which can be granted for any one project, the grantors shall consider the amount of funds available and the number of worthy projects.
8. The Board shall annually submit to their Economic Development Specialist an account of funds and projects.
9. At the end of the fiscal year, any allocated grant money remaining in the foundation account will be available for use on future grants.
10. A minimum of \$0.10 per capita per year must be raised by the Foundation.

Accredited Leadership Program

Leadership curriculum available to youth in an academic setting gives those youth the opportunity to realize their potential as leaders and how much they can impact the community. Students can learn the different styles of leadership, how to apply those styles and how to encourage other leaders effectively only in a program of extended length such as a semester long class. For the Three-Star Program the leadership program must be approved by the school board and included in the curriculum.

Regional Partnership

The following items should characterize any regional partnership developed by a Three-Star Program Community:

1. Service area is geographically contiguous.
 2. Has a scope and service area that would normally encompass two or more projects (normally means based on the Tennessee experience).
 3. Evidences unusual cooperation among governmental units.
 4. Impacts multiple jurisdictions – but serving more than one city or county does not automatically make a project regional.
 5. Includes a financial commitment from all affected governments.
 6. Is more cost effective than individual projects and all regional projects must have equal positive economic impact for all partners.
- Examples of common regional partnerships: regional prisons, regional industrial parks, and regional business incubator projects.

Governor's Books from Birth Foundation

The goal of the Governor's Books from Birth Foundation is to increase the number of books in the home of every pre-school child in the state; thereby, increasing the number of opportunities for someone to read to the child, which has been shown to increase children's love for reading as well as their literacy rates later in life.

Dolly Parton's Governor's Books from Birth Foundation initiative will be the anchor of the program. Every month from birth to their fifth birthday, a specially selected hardback book will be mailed to every pre-school child registered. The State of Tennessee will provide seed money for the project, but will require local partners to help finance the book and mailing costs.

For more information, please contact Lady Jackson, President, Governor's Foundation, lady.jackson@state.tn.us, (615) 253-3600; or Claiborne Gayden, Vice President, Governor's Foundation, claiborne.gayden@state.tn.us, (615) 253-6036

NOTE: Monies donated to the Education Foundation may be used to fund the Local Match of Governor's Books from Birth Foundation.

Other: ECD Approved

The Department of Economic and Community Development has included this section to give communities the opportunity to present a special project or area that has been determined to be an opportunity for economic or community development.

In order to evaluate the project or area, the department asks that communities complete the questionnaire below and include additional documentation and marketing materials for the project.

The Three-Star Program Review Committee will review the information provided and determine if the project can be considered as one of the visionary components.

1. What is the project being considered as an additional component?
2. Please list the people and their affiliation that were involved in accomplishing this project.
3. Please list the established industries that were involved in accomplishing this project.
4. How was community input incorporated into this project?
5. Please describe the marketing/work plan for the project.
6. How has this project improved your community?
7. How will this project be incorporated into your community's Three-Star Program strategic plan?
8. If the Three-Star Program committee determines this project could benefit other communities, could it be included as a permanent component?
9. What resources did you use for this component?

THREE-STAR PROGRAM

INCENTIVES AND POINT SYSTEM

Incentives

ECD	LEVEL I	LEVEL II	LEVEL III
Matching Grants -One (1) per Three-Star program	\$1,000	\$1,500	\$2,000
CDBG Points:			
City	2	2	2
County	5	5	5
Local Match (CDBG – FastTrack Infrastructure Development Program -- DRA):			
City	-1	-2	-3
County	-3	-4	-5
CDBG Loan Limits: (Counties described as distressed or specially enhanced by ECD will remain at the \$750,000 loan limit)			
City	\$550,000	\$575,000	\$600,000
County	\$600,000	\$625,000	\$650,000
Energy	Energy Education - \$500 Loan Interest 2%	Change a Light - \$1,500 Loan Interest 2%	

Points required for Level Completion:

Level I	500
Level II	1,000
Level III	1,500



APPENDIX

**Tennessee Department of Economic and Community Development
Division of Community Development
Three-Star Program**

Nashville

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Joe Barker, Assistant Commissioner	615.532.3595
Melinda Keifer, Director of Community Economic Development and State Coordinator of Main Street Program	615.532.1291
Charlie Todd, Economic Development Specialist	615.532.3587
Tonnie Trotter, Economic Development Specialist	615.532.3584

Blountville

P. O. Box 1022
Tri-City Airport Station
Blountville, TN 37617
Phone: 423.323.1203
Fax: 423.323.4016

Jason Grooms, Economic Development Specialist	423.279.3242 or 865.777.4075 (Knoxville office)
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Cookeville

621 East 15th St., Suite C
Cookeville, TN 38501-1820
Phone: 931.520-1094
Fax: 931.526.5230

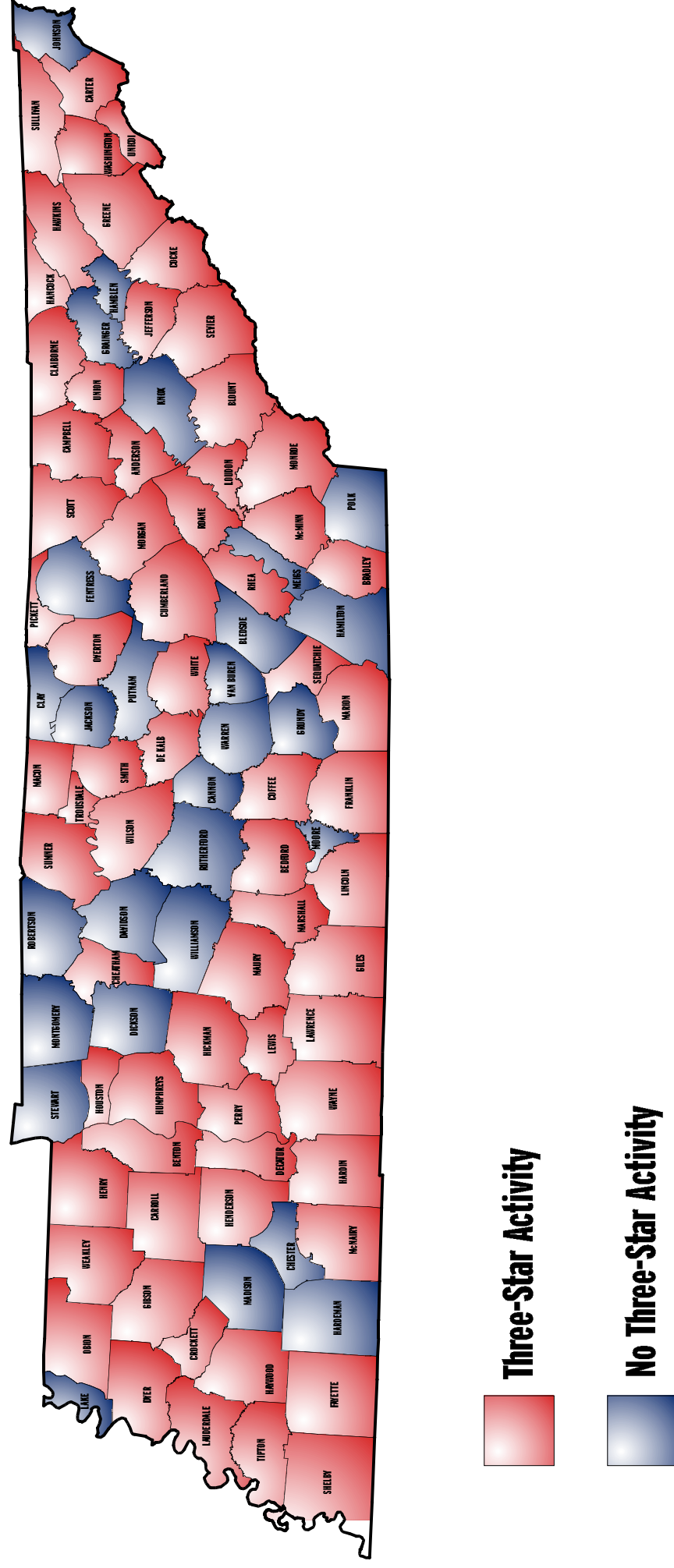
Rebecca Smith, Economic Development Specialist	931.520.1094
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Jackson

401 Lowell Thomas State Office Bldg.
225 Martin Luther King Drive
Jackson, TN 38301
Phone: 731.423.5765
Fax: 731.423.6650

Sherri McCarter, Economic Development Specialist	731.423.5665
Ramay Winchester, Economic Development Specialist	731.423.5771

Three-Star Activity



Three-Star Regions

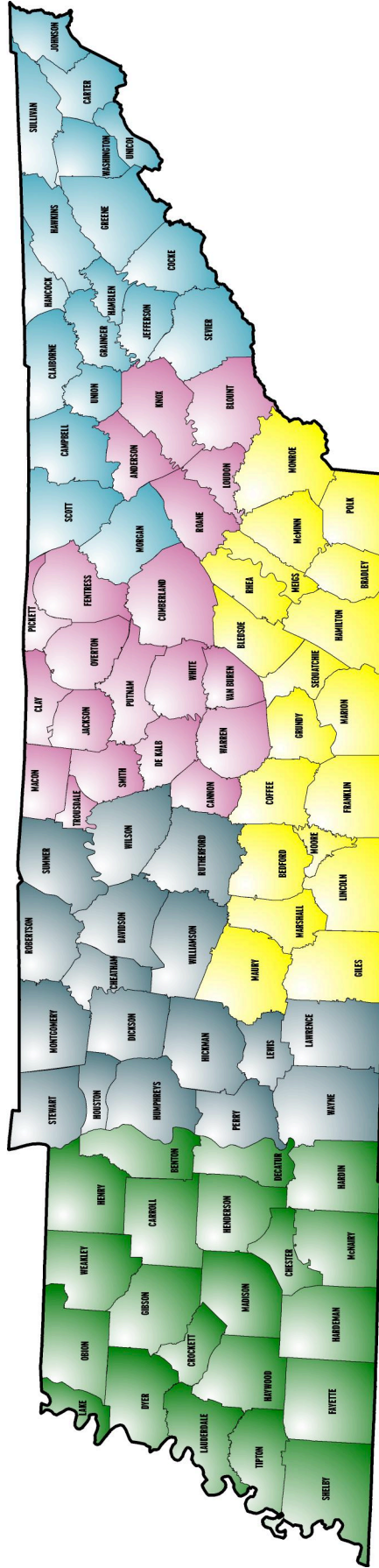
■ Nashville Office
615.532.3584
Fax: 615.741.060

■ Cookeville Office
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■ Knoxville / Blountville Office
865.777.4075
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■ Jackson Office
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■ Nashville Office
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Development Districts

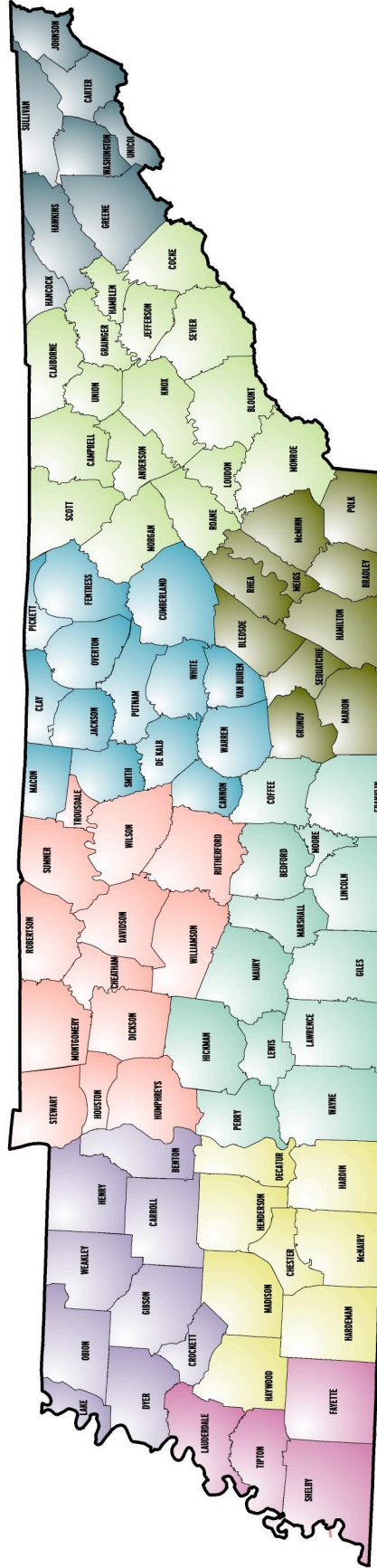
 Greater Nashville Regional Council
Mr. Maynard Pate, Executive Director
501 Union Street, 6th Floor
Nashville, TN 37219-1705
Office - 615.862.8828 Fax 615.862.8840
www.gnrc.org


 Northwest Tennessee Development District
Mr. John Bacy, Executive Director
P.O. Box 963
Martin, TN 37237-0963
Office - 731.587.4213 Fax - 731.587.4587
jabnwtdd@oeneas.net

 East Tennessee Development District
Mr. Terrence Bobrowski, Executive Director
P.O. Box 19806
Knoxville, TN 37939-2806
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Tbrowski@etdd.org

 Upper Cumberland Development District
Ms. Wendy Askins, Executive Director
1225 S. Willow Ave.
Cookeville, TN 38506-4194
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 First Tennessee Development District
Ms. Susan Roberts Reid, Executive Director
207 N. Boone St. STE 800
Johnson City, TN 37604-5699
Office - 423.928.0224 Fax - 423.928.5209
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www.fddd.org



 Memphis Area Associations of Governments
Mr. John Sciola, Executive Director
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Memphis, TN 38104-3695
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www.swtdd.org

 South Central Tennessee Development District
Mr. Joe Max Williams, Executive Director
815 S. Main St.
P.O. Box 1346
Columbia, TN 37402-1346
Office - 931.381.2040 Fax - 931.381.2053
pespenschied@scstd.org
www.scstd.org

 Southeast Tennessee Development District
Mr. Joe Guthrie, Executive Director
535 Chestnut St.
P.O. Box 4757
Chattanooga, TN 37405
Office - 423.266.5781 Fax - 423.267.7705
jguthrie@sedev.org

SAMPLE LETTER
INTENT TO PARTICIPATE

September 17, 2004

Matthew Kisber
Commissioner
TN Department of Economic & Community Development
11th Floor, Wm. R. Snodgrass TN Tower
312 Eighth Avenue North
Nashville, TN 37243

Dear Commissioner Kisber:

On behalf of the _____ (Local Legislative Body), please accept this letter as our request to participate in the Tennessee Three-Star Program. Our community is looking forward to beginning work on this economic development project.

Sincerely,

6-58-114. Joint economic and community development board.

(a) It is the intent of the general assembly that local governments engage in long-term planning, and that such planning be accomplished through regular communication and cooperation among local governments, the agencies attached to them, and the agencies that serve them. It is also the intent of the general assembly that the growth plans required result from communication and cooperation among local governments.

(b) There shall be established in each county a joint economic and community development board which shall be established by interlocal agreement pursuant to § [5-1-113](#). The purpose of the board is to foster communication relative to economic and community development between and among governmental entities, industry, and private citizens.

(c) Each joint economic and community development board shall be composed of representatives of county and city governments, private citizens, and present industries and businesses. The final makeup of the board shall be determined by interlocal agreement but shall, at a minimum, include the county executive and the mayor or city manager, if appropriate, of each city lying within the county and one (1) person who owns land qualifying for classification and valuation under [title 67, chapter 5](#), part 10; provided, that in cases where there are multiple cities, smaller cities may have representation on a rotating basis as determined by the interlocal agreement.

(d) There shall be an executive committee of the board which shall be composed of members of the joint economic and community development board selected by the entire board. The makeup of the executive committee shall be determined by the entire joint economic and community development board but shall, at a minimum, include the county executive and the mayors or city managers of the larger municipalities in the county.

(e) The terms of office shall be determined by the interlocal agreement but shall be staggered except for those positions held by elected officials whose terms shall coincide with the terms of office for their elected positions. All terms of office shall be for a maximum of four (4) years.

(f) The board shall meet, at a minimum, four (4) times annually and the executive committee of the board shall meet at least eight (8) times annually. Minutes of all meetings of the board and the executive committee shall be documented by minutes kept and certification of attendance. Meetings of the joint economic and community development board and its executive committee are subject to the open meetings law.

(g) (1) The activities of the board shall be jointly funded by the participating governments. The formula for determining the amount of funds due from each participating government shall be determined by adding the population of the entire county as established by the last federal decennial census to the populations of each city as determined by the last federal decennial census, or special census as provided for in § [6-51-114](#), and then determining the percentage that the population of each governmental entity bears to the total amount.

(2) If a special census has been certified pursuant to § [6-51-114](#), during the five-year period after certification of the last federal decennial census, the formula shall be adjusted by the board to reflect the result of the special census; provided, that the board shall only make such an adjustment during the fifth year following the certification of a federal decennial census.

(3) The board may accept and expend donations, grants and payments from persons and entities other than the participating governments.

(4) If, on May 19, 1998, a county and city government have a joint economic and community development council which has an established funding mechanism to carry out a unified economic and community development program for the entire county, such funding mechanism shall be utilized in lieu of the formula established in this subsection.

(h) An annual budget to fund the activities of the board shall be recommended by the executive committee to the board which shall adopt a budget before April 1 of each year. The funding formula established by this act shall then be applied to the total amount budgeted by the board as the participating governments' contributions for the ensuing fiscal year. The budget and a statement of the amount due from each participating government shall be immediately filed with the appropriate officer of each participating government. In the event a participating government does not fully fund its contribution, the board may establish and impose such sanctions or conditions as it deems proper.

(i) When applying for any state grant a city or a county shall certify its compliance with the requirements of this section.

(j) If there exists within a county a similar organization on May 19, 1998, that organization may satisfy the requirements of this section. The county executive shall file a petition with the committee which shall make a determination whether the existing organization is sufficiently similar to the requirements of this section. When the committee has made its determination, an affected municipality or county may rely upon that status of the existing organization to satisfy the certification requirements of subsection (i).

[Acts 1998, ch. 1101, § 15.]

**RESOLUTION TO PARTICPATE
IN THE THREE-STAR PROGRAM**

WHEREAS, the Tennessee Department of Economic and Community Development is committed to assist the communities it serves in creating opportunities for sustained economic growth through the Three-Star Program; and

WHEREAS, participation in the Three-Star Program affords certified communities the opportunity to develop and implement programs affecting the economic appeal and viability considered by business and industry in making investment decisions; and

WHEREAS, certification as a Three-Star community in the Three-Star Program involves a cooperative effort by numerous local entities;

WHEREAS, _____ is the designated contact for the Three-Star Program,

NOW, THEREFORE, BE IT RESOLVED, by the county legislative body of _____ County, Tennessee, meeting in regular session on this _____ day of _____, 20____ in _____, Tennessee, that _____ County will participate in the Three-Star Program.

Adopted this _____ day of _____, 20____.

APPROVED:

County Mayor

ATTEST:

RESOLUTION TO ADOPT THE STRATEGIC ECONOMIC DEVELOPMENT PLAN

WHEREAS, the Three-Star Program was developed to meet the needs and challenges of the evolving economic environment in urban and rural communities and to partner with communities to create opportunities for sustained economic growth; and

WHEREAS, communities seeking certification as a Three-Star community must meet certain criteria, including the adoption of a five-year strategic economic development plan; and

WHEREAS, in achieving the mission of the Three-Star Program, the Department of Economic and Community Development commits to assist communities in developing and implementing a strategic economic plan;

NOW, THEREFORE, BE IT RESOLVED, by the county legislative body of _____ County, Tennessee, meeting in regular session at _____, Tennessee, that:

SECTION 1. The legislative body of _____ County declares that the county has adopted a five-year strategic economic development plan to be updated annually.

SECTION 2. The strategic economic development plan includes the county's economic goals in promoting economic growth, a plan to accomplish those goals and a projected timeline in achieving those goals.

SECTION 3. The strategic economic development plan addresses the county's goals pertaining to existing industry, manufacturing recruitment, workforce development, retail/service, tourism, agriculture, infrastructure assessment and educational assessment.

Adopted this ____ day of _____, 20____.

APPROVED:

County Mayor

ATTEST:

RESOLUTION TO AFFIRM COMPLIANCE WITH FEDERAL TITLE VI REGULATIONS

WHEREAS, both Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 provide that no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance; and

WHEREAS, the Tennessee Attorney General opined in Opinion No. 92.47 that state and local governments are required to comply with Title VI of the Civil Rights Act in administering federally funded programs; and

WHEREAS, the Community Development Division of the Tennessee Department of Economic and Community Development administers the Three-Star Program and awards financial incentives for communities designated as Three-Star communities; and

WHEREAS, by virtue of the Tennessee Department of Economic and Community Development receiving federal financial assistance all communities designated as Three-Star communities must confirm that the community is in compliance with the regulations of Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987;

NOW, THEREFORE, BE IT RESOLVED, by the county legislative body of _____ County, Tennessee, meeting in regular session at _____, Tennessee, that:

SECTION 1. The legislative body of _____ County declares that the county is in compliance with the federal Title VI regulations.

SECTION 2. The Department of Economic and Community Development may from time to time monitor the county's compliance with federal Title VI regulations.

SECTION 3. This Resolution shall take effect upon adoption, the public welfare requiring it.

Adopted this ____ day of _____, 20__.

APPROVED:

County Mayor

ATTEST:

Three-Star Program Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
QUALIFICATIONS (required):					
1. Joint Economic & Community Development Board					
2. Five-Year Asset-Based Strategic Economic Development Plan					
3. Resolution-Strategic Economic Development Plan					
4. Resolution-Three-Star Program Participation					
5. Resolution-Title VI Compliance					
6. Active Economic Development Organization(s)					
REQUIRED COMPONENTS:					
1. Adult Leadership Program		50			
2. Health Care**		50			
3. Basic Website		50			
4. Existing Industry Program		50			
5. Education**		50			
OPTIONAL COMPONENTS:					
COMMUNITY DEVELOPMENT					
A. Community Involvement Leadership Program					
1. Youth		10			
2. Alumni		10			
Community Connections					
1. Establishment of Community Connection		10			
Community Volunteerism					
1. 500 hours of Community Service		10			
2. 1000 hours of Community Service		10			
3. Active United Way campaign or other broad-based charitable organization (ECD approved)		10			

** Progress reports of committee meetings should be presented to local legislative body two (2) times per year to be included in the minutes of the local legislative body.

Three-Star Program Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
B. Community Livability					
Planning					
City					
1. Municipal Planning Commission		10			
2. Subdivision Regulations		10			
3. Zoning		10			
4. National Flood Insurance Program		10			
5. Building Codes		10			
6. Historic Zoning		10			
7. Other Objectives		10			
County					
1. Countywide Planning Commission		10			
2. Subdivision Regulations		10			
4. National Flood Insurance Program		10			
5. Building Codes		10			
6. Historic Zoning		10			
7. Other Objectives		10			
Housing					
1. Housing Committee**		10			
2. Policies, Procedures, & Action Programs		10			
Energy					
1. TEEN Energy Education Program		10			
2. Change Your Light		10			
3. Local Gov't Energy Loan Program		10			
4. Small Business Energy Loan Program		10			
C. Community Pride					
Website					
1. Marketing/Development		10			
2. Advanced Website Technology		10			
Beautification					
1. Beautification Committee**		10			
2. Five Year Plan		10			
3. Beautification Projects		10			
4. Litter/Recycling		10			
5. Adopt-A-Highway		10			

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Three-Star Program Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
Downtown Development/TN Main Street					
1. Downtown Public/Private Partnership		10			
2. Vision and Mission Statement/Work Plan		10			
3. Active Board of Directors		10			
4. Key Statistical Data		10			
5. National Trust's National Main Street Center		10			
Network Membership					
Community Celebration					
1. Community Festival		10			
2. County Agricultural Fair		10			
ECONOMIC DEVELOPMENT					
A. Business Development					
Existing Industry Program					
1. Local Industry Directory		10			
2. Local Industry Showcase		10			
3. Industry Survey		10			
4. Corporate Headquarters On-Site Visit		10			
Business Development-Marketing					
1. Prospect Team		10			
2. Potential Sites		10			
3. Community Characteristics Database		10			
4. Established Industrial Sites Database		10			
5. Recruitment Outreach		10			
Retail/Service					
1. Commercial/Retail Development Committee**		10			
2. Business Inventory		10			
3. Community Information		10			
4. Customer Surveys		10			
5. Promotion of Retail Businesses		10			
6. Recruiting Plan		10			
7. Merchants Association		10			
8. Customer Service Training		10			

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Three-Star Program Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
Agriculture					
1. Recognition Day		10			
2. Student Organization		10			
3. Century Farm Recognition		10			
4. Farmers' Market		10			
Technology Development					
1. Technology Committee**		10			
2. Community Assessment		10			
3. Action Plan		10			
4. Education		10			
Membership and Participation in Economic Development Association					
1. Economic Development Association		10			
B. Job Skills Development					
Education					
1. Accreditation		10			
2. Graduation Rate		10			
3. Other Objectives		10			
Adult Literacy Program					
1. Appropriate Location		10			
2. Outreach Program		10			
School to Work					
1. Workforce Development Committee**		10			
2. Needs Analysis		10			
3. Current Providers		10			
4. Action Plan		10			
C. Visitor Development					
Tourism					
1. Tourism Committee**		10			
2. Inventory		10			
3. Marketing Plan		10			
4. Promotional Material		10			
5. Tourism News Bureau		10			
6. Other Objectives		10			

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Three-Star Program Report Card

COMPONENT	STATUS	VALUE	POINTS	CONTACT	COMMENTS
Agritourism					
1. Inventory		10			
2. Marketing Plan		10			
3. Signage		10			
Retiree Recruitment					
1. Retiree Relocation Committee**		10			
2. Community Assessment		10			
3. Marketing		10			
4. Ambassadors		10			
III. VISIONARY DEVELOPMENT					
A. Business Incubator Program		100			
B. Tourism - Dedicated Funding Source		100			
C. County Zoning		100			
D. Metro Government		100			
E. State Main Street/National Main Street Program		100			
F. Recreational Assessment Program		100			
G. Keep America Beautiful Affiliation		100			
H. Education Foundation		100			
I. Accredited Leadership Program		100			
J. Regional Partnerships		100			
K. Imagination Library-Governor's Childhood Learning Foundation		100			
L. Other: ECD Approved		100			
Total					

** Progress reports of committee meetings should be presented to local legislative body two (2) times per year to be included in the minutes of the local legislative body.



Tennessee Dept. of Economic & Community Development,
Authorization N° 330041, 500 copies, August 2003. This public
document was promulgated at a cost of \$5.70 per copy.